

ADMINISTRATIVE - INTERNAL USE ONLY

DD/M&S

73-3628

DTR-8977

10 SEP 1973

MEMORANDUM FOR: Deputy Director for Management and Services

SUBJECT : Transmittal of OTR Papers: (1) Management Training, (2) Community Training

REFERENCE : Memo to ADDS from DTR, dtd 14 May 73, subj: Office of Training: Tasks and Actions

1. The OTR Curriculum Council has reviewed the attached study on "Management Training" for Agency officers at initial, middle, and senior levels of supervisory and managerial responsibilities. The Council has endorsed the recommendations contained in the study. I would also point out that the outline of an Advanced Management Program as provided in Attachment E was approved by the Board of Visitors and the pilot offering of this program began on 4 September for the benefit of three carefully chosen officers from each of the four Directorates.

2. The Council also has reviewed the enclosed paper, "Community Training", and endorses its principal recommendation that existing OTR programs, designed essentially for Agency personnel, not be distorted for the benefit of the very few outsiders who could be accommodated. We do conduct, as you know, the Information Science Training Program on behalf of the Intelligence Community and I believe it is feasible to determine if there is need within the community for other types of training in common. To this end, I have already conferred once with the Director of the Foreign Service Institute, and intend to do the same with training directors in other agencies charged with intelligence responsibilities. I will keep you advised of the results.

STATINTL

Alfonso Rodriguez
Director of Training

Att

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Office of Training
Actions from Management Committee Meeting, 18 April 1973

TASKS

SUMMARY OF ACTIONS TAKEN

CURRENT STATUS

1. The Intelligence Process

Decided that this subject required an "in-depth effort" rather than just a quick resume; agreed that the study could not be accomplished by 29 June.

The INTEL INST is currently working on a program which will require a year of study.

DTR reported to DD/MQS on 30 Aug 73 on how the intelligence process was presently being handled.

2. The Scholars Program

Plan launched on Tuesday, 9 Oct 73 under the title of "The Eminent Speakers Program."

Next speaker scheduled for 12 Feb 74:

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Dr. Werner Von Braun

3. The Consultants Program

Board of Overseers and Board of Visitors approved 20 Nov 73.

Letter of Invitation drafted; now screening potential members for discussion with DD/MQS by 30 Jan 74.

TASKS

SUMMARY OF ACTIONS TAKEN

CURRENT STATUS

4. The Seminar Program	Paper presented to DTR proposing topics, schedules, and participants on 22 June 73.	OTR currently runs a "Latin American Area Seminar" "China Familiarization" "USSR Country Survey"
5. The Training Materials Program	Inventory of Case Studies available in OTR and Potential Case Study Topics prepared. Additions to the inventory on a continuing basis.	Action completed.
6. Language Development: Sanctions	CIA Management Committee memo fm DTR dtd 20 June 73, outlining the use of sanctions for language development.	Practical aspects of proposed sanctions to be discussed by 28 Feb with Language Development Committee and DDO.
7. Management Training	DTR reported to DD/MQS on 10 Sept 73 and transmitted copies of OTR papers on 1) Management Training, 2) Community Training.	Action completed.
8. Community Training STATINTL	Same as above.	Action completed.
9. [REDACTED]	(1) Operations Support (2) Field Administration (3) Information Reports Familiarization (4) Information Reporting, Reports, and Requirements	IC Staff study of Intelligence Community training proposed plan for [REDACTED] training elements STATINTL STATINTL
10. After-Hours Instruction	Off-Campus Program began in September 1973. There were 242 registrants in 17 courses.	All Employee Bulletin No. 385 dtd 6 Dec 73 circulated. There are, at present, 274 registrants in 16 courses.

OFFICE OF TRAINING

TASKS

ACTIONS

ACTION OFFICERS

COMPLETION DATES (1973)
(All Fridays)

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|--|--|--|--|
| <p>1. <u>The Intelligence Process</u>
 "...need for study and analysis of the intelligence process as a major challenge to the professionalism of the Agency..."</p> <p>"...teach how Government bureaucracy works and how policy decisions are made."</p> | <p>1. Staff Study to show:
 a) What the process is
 b) How OTR now treats the subject in its curriculum
 c) Recommendations</p> <p>2. Review of Staff Study and recommendations for approval of DTR</p> <p>3. Memorandum to DD/M&S outlining OTR's planned actions</p> | <p>Task Force of Representatives from four Schools</p> <p>Curriculum Council</p> <p>Special Assistant for Curriculum Development</p> | <p>29 June</p> <p>13 July</p> <p>27 July</p> |
| <p>2. <u>The Scholars Program</u>
 "...that outside scholars be invited to address larger audiences...in the auditorium."</p> | <p>1. Prepare paper identifying the goals and OTR's modus operandi to implement the Program</p> | <p>STATINTL
 [REDACTED]</p> | <p>29 June</p> |
| <p>3. <u>The Consultants Program</u>
 "...find ways to expose Agency officers to the views of outside scholars and learn from their criticisms."</p> | <p>1. Develop a plan to:
 a) Bring about intra-Agency assistance in developing training doctrine;
 b) obtain views of non-Agency professionals in structuring a training program consistent with the new challenges in the analytical process, and</p> | <p>STATINTL
 [REDACTED]</p> | <p>29 June</p> |

14 May 1973

OFFICE OF TRAINING

TASKS

ACTIONS

ACTION OFFICERS

COMPLETION DATES
(All Fridays)

3. The Consultants Program (Contd)
"...best brains be brought to bear on intelligence problems."

"...a mixture of senior Agency officers and outside scholars and professionals to help us structure a training program and overcome past tendencies to teach collection, analysis, and production separately."

"...vehicles for self-criticism within the Agency."

4. The Seminar Program
"...continuation of the Country Seminars..."

c) submit the plan to DTR for approval.

(Note: Board of Visitors and its present membership and charter will have to be considered in the plan.)

Prepare paper for DTR proposing topics, schedules, and participants

STATINTL

29 June

5. The Training Materials Program
"...reading lists be developed..."

"...continuation of case studies as training vehicles."

STATINTL

"...report...be rewritten..."

1. Prepare paper for DTR outlining steps to be taken to implement the program.

29 June

OFFICE OF TRAINING

<u>TASKS</u>	<u>ACTIONS</u>	<u>ACTION OFFICERS</u>	<u>COMPLETION DATES</u> (All Fridays)
5. <u>The Training Materials Program</u> (Contd) "need to redo Soviet defense expenditures assessment..."			
6. <u>Language Development: Sanctions</u> "...establishment of sanctions which would provide incentives to the Language Development Program..."	1. Agenda item for the next meeting of the Language Development Committee (LDC)	Chairman, LDC	13 June (Wednesday)
7. <u>Management Training</u> "...continue to examine the need for management training..."	1. Prepare a study to include: a) Requirements for management training in the Agency, and b) recommendations 2. Review study and prepare recommendations for DTR's approval. 3. Submit recommendations to DD/M&S	STATINTL [REDACTED] Curriculum Council Special Assistant/ Curriculum Development	29 June 15 July 27 July

OFFICE OF TRAINING

<u>TASKS</u>	<u>ACTIONS</u>	<u>ACTION OFFICERS</u>	<u>COMPLETION DATES</u> (All Fridays)
8. <u>Community Training</u> "...recommendations on OTR's role in Community training..."	1. Prepare initial paper listing recommendations.	STATINTL [REDACTED]	29 June
	2. Review paper and recom- mend action to DTR.	Curriculum Council	13 July
STATINTL	3. Submit recommendations to DD/M&S	Special Assistant/- Curriculum Development STATINTL [REDACTED]	27 July
9. [REDACTED]	[REDACTED]	[REDACTED]	18 May
	cost-effectiveness.		
	2. Review paper and deter- mine recommendations.	DTR School Chiefs SA/CD	25 May
	3. Submit findings to the DD/M&S	DTR	30 May (Wednesday)
10. <u>After-Hours Instruction</u> "...some of our highly qualified line managers and analysts teach courses after hours or in addition to their other duties during the normal working day."	1. Prepare paper for DTR on the off-campus aca- demic program, corres- pondence courses, and the like taking into consideration opportuni- ties for after-hours teaching by Agency employees.	STATINTL [REDACTED]	15 June

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2			
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4			
5			
6			
ACTION		DIRECT REPLY	PREPARE REPLY
APPROVAL		DISPATCH	RECOMMENDATION
COMMENT		FILE	RETURN
CONCURRENCE		INFORMATION	SIGNATURE
Remarks: This status report on the "Review of Training" is forwarded in response to your request. It consists of a brief summary of the actions and the current status of the agenda items which were mentioned at the 18 April 1973 Management Committee meeting on the Office of Training.			
FOLD HERE TO RETURN TO SENDER			
FROM: NAME, ADDRESS AND PHONE NO.			DATE
Director of Training 1026, C. of C. Bldg. x3245			24 Jan 74
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FORM NO. 1-67

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